

Suggested Topics of Conversation

Personnel Management (MAG Paper Presented to Deputy Directors  
by Col. White)

- Accelerated promotions
- Comers' list
- Selective involuntary retirement program

Mobility

- More movement within directorates needed?
- More movement between directorates needed?

Agency Image

- Should more be done to improve image with press,  
public?

More Responsibility to Younger Officers

- Selective participation of younger officers in career  
boards, committees?

Management Training

- Can more be done to train managers beginning early  
in their careers and on a continuing basis?

Communications

- Can more be done to improve substantive and personnel  
communications?

Deadwood

- How can deadwood be weeded out?

Personnel Evaluation

- Can there be more honesty and candor in fitness reports  
and supervisor/employee relations?

Junior MAGs

- Any value in a MAG type organization within directorates?

#### Personnel Management

- Accelerated promotions: ~~One MAC paper~~ The picture is not as bleak as ~~the MAC paper~~ painted it. Nevertheless, I agree that something could be done about the arbitrary "time in grade" requirements established by some offices so that, when promotion slots are available those who have earned promotions can get them. But it would be just as arbitrary and just as ~~bad~~ to reserve a given number of promotion slots for automatic accelerated promotions.
- Comers lists: every manager has a comers list, whether he puts it down on paper or keeps it in his subconscious. One problem with comers lists is that if a man knows he is on one, he tends to think he has already arrived. And yesterday's comer may be tomorrow's deadwood. You have to be flexible about these things.
- Selective involuntary retirement program: The recent re-interpretation of "involuntary retirement" by the CSC has given us a useful managerial tool, but it is two-edged; as the State Department found out a few years ago, when you make early retirement attractive enough to weed out dead wood, you also tempt some of your best people to take the same route.

#### Mobility--more needed?

- You tell me; again you have to be flexible. My own experience and my own philosophy is in favor of not staying in one job over-long. But no one, and particularly not the individual, is served by unsupervised job-hopping. We have been at some pains in the DDI to make it possible for an analyst to rise to at least GS-15 as an area specialist without making supervisory responsibility a critical factor, and some people will be better off acquiring the moss of experience in one place rather than the polish of rolling around the landscape.

#### Agency Image

- In various small ways we are trying to improve our public image, and any ideas are welcome

#### More Responsibility to Younger Officers

- Early and continuing managerial training: Any young officer with managerial talent should be exposed to the several courses we have available, and in the DDI we do our best to rotate younger officers into a few staff jobs for on-the-job experience. What are your thoughts?

#### Communications

- You tell me; I am at the far end of the communications line and not in the best position to know.

#### Deadwood

- Making retirement attractive is our best tool, but deadwood can sometimes come to life when properly transplanted.

~~Personnel Evaluation~~

Personnel evaluation

-More honesty and candor in fitness reports and supervisor/employee relations?--Like motherhood, we can all applaud this, but like motherhood in a crowded world, there can be too much of a good thing.

Junior MAGs

-Any value in a DDI MAG? You tell me.

OFFICE OF THE DD/I

DATE: 5 Feb 70

TO: Mr. Smith *RSB*

FROM: Dickk

SUBJECT: Your MAG Dinner

REMARKS: You are going to talk about support to the new administration and about the problems exposed in the Executive Magazine article. I have also typed up a throw-away sheet keyed to the topics suggested by the MAG. On many of these topics, the ball would best be thrown in their laps. There are communications problems and, particularly in OCI, there are personnel relations problems--not so much supervisor-employee problems as administrative-line problems, and these are best ventilated by letting them do the talking. My throw-away sheet is too hard-line in this respect.

I have no suggestions as to new topics but I would urge a listening rather than a telling approach on the topics they have suggested.

*File: MAG*

ACTION

MEMORANDUM FOR: Mr. Smith

Here is a copy of your letter on the Government Executive article which you could use as a basis for talking to the MAG.

*Hold for*  
*tomorrow*  
Dickk

*af*  
*RKS*  
*4-2-54*

26 January  
(DATE)

FORM NO. 101 REPLACES FORM 10-101  
1 AUG 54 WHICH MAY BE USED.

(47)